

# INCREASE OF EUROPE'S COMPETITIVENESS

BY DEVELOPMENT OF  
MOVEMENT FOR  
EXCELLENCE  
AND QUALITY

IN COUNTRIES  
WITH TRANSITION  
ECONOMICS



[www.uaq.org.ua](http://www.uaq.org.ua)

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Excellence  
IN EASTERN EUROPE  
and ways of its  
improvement

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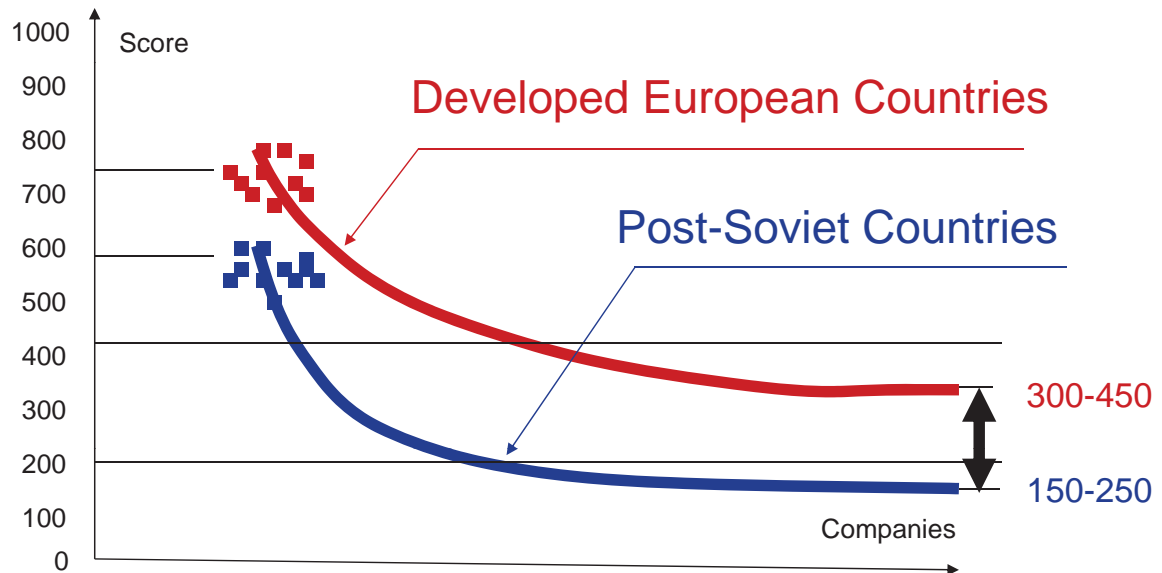
**Professor V. Lapidus (Russia)**

**RUSSIAN COMPANIES  
IN COMPARISON WITH WORLD LEADERS:**

**PRODUCTIVITY-  
TO 10 TIMES LOWER,  
DEFECTIVENESS –  
TO 1000 TIMES HIGHER !**

**(in majority of CIS countries including of Ukraine  
and Belorussia - analogously)**

## EXCELLENCE LEVELS OF MOST COMPANIES



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## IMPERFECTION is:

- Essential additional chargers of resources, in particular those which are unrenewable
- High cost price and low productivity
- Production and supply of dangerous products, violation of customers' rights
- Contractual default
- Low competitiveness and reduction of workplaces
- Destitution of citizens losing their workplaces or getting paltry salary
- Unpaid taxes and deficit of budget
- Environment contamination
- Social tension and criminality, etc.

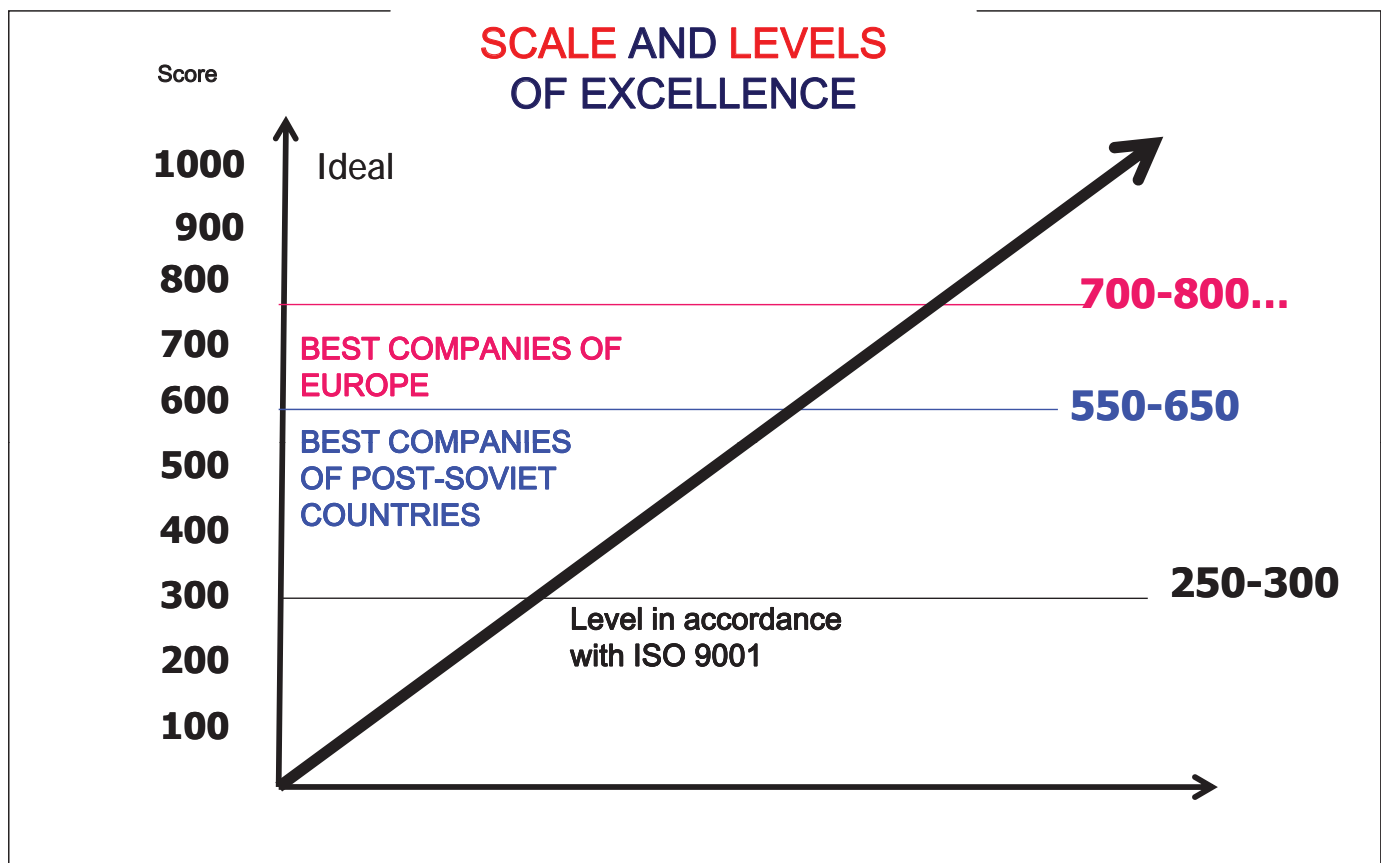
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# CONCEPTS OF EXCELLENCE

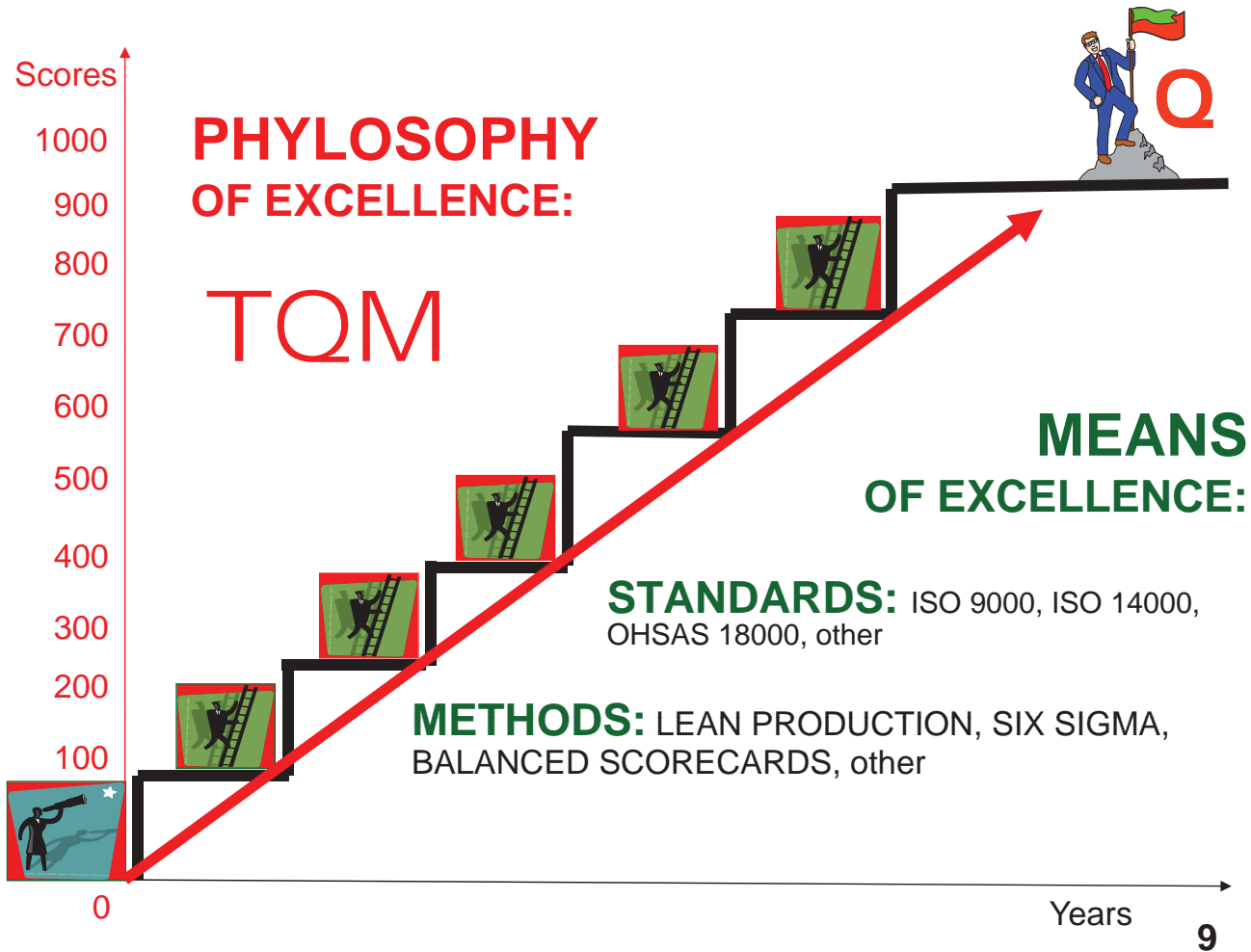
(EFQM version 2009)

- **Achieving Balanced Results**
- **Adding Value for Customers**
- **Leading with Vision, Inspiration and Integrity**
- **Managing by Processes**
- **Succeeding through People**
- **Nurturing Creativity and Innovation**
- **Building Partnership**
- **Taking Responsibility for a Sustainable Future**

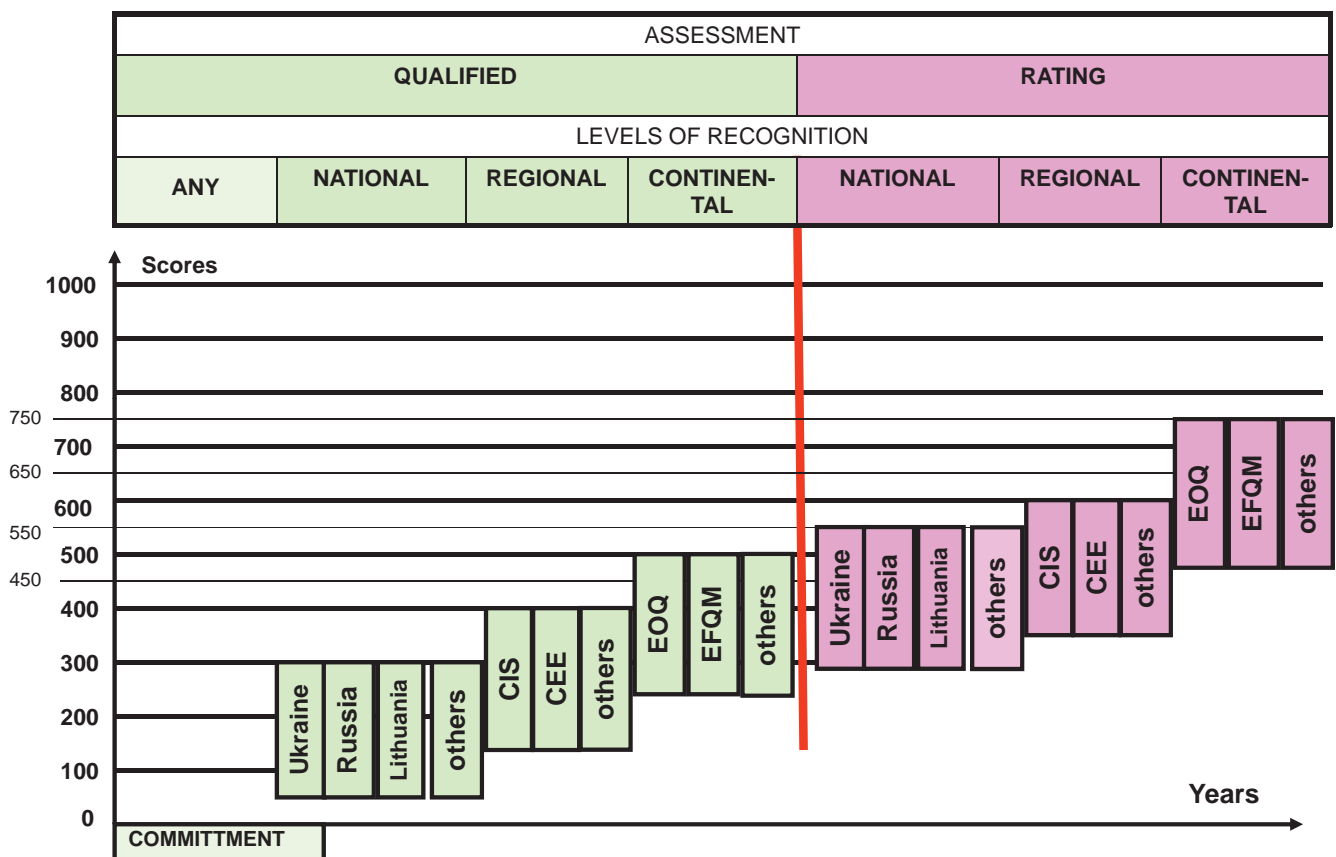
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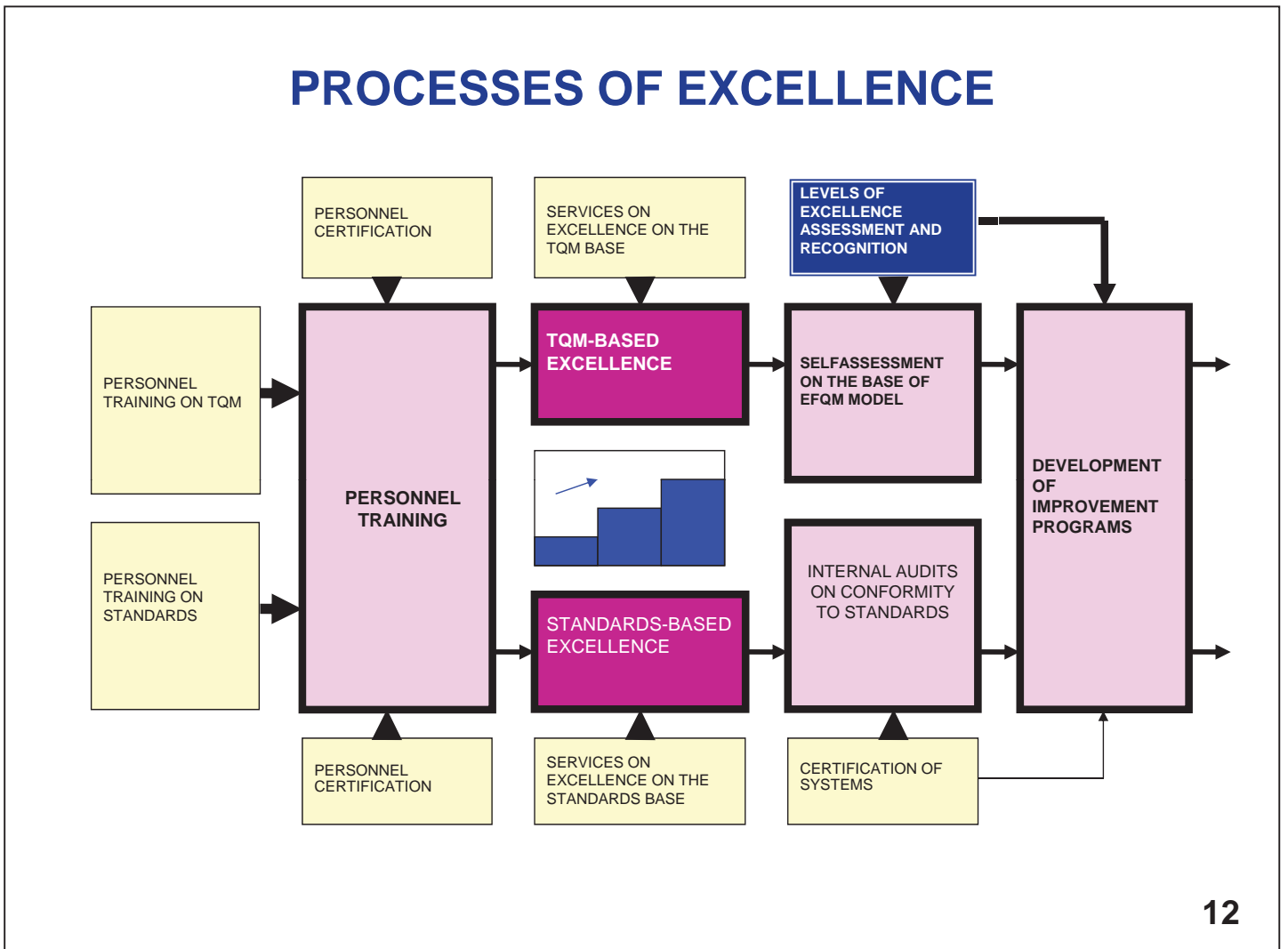
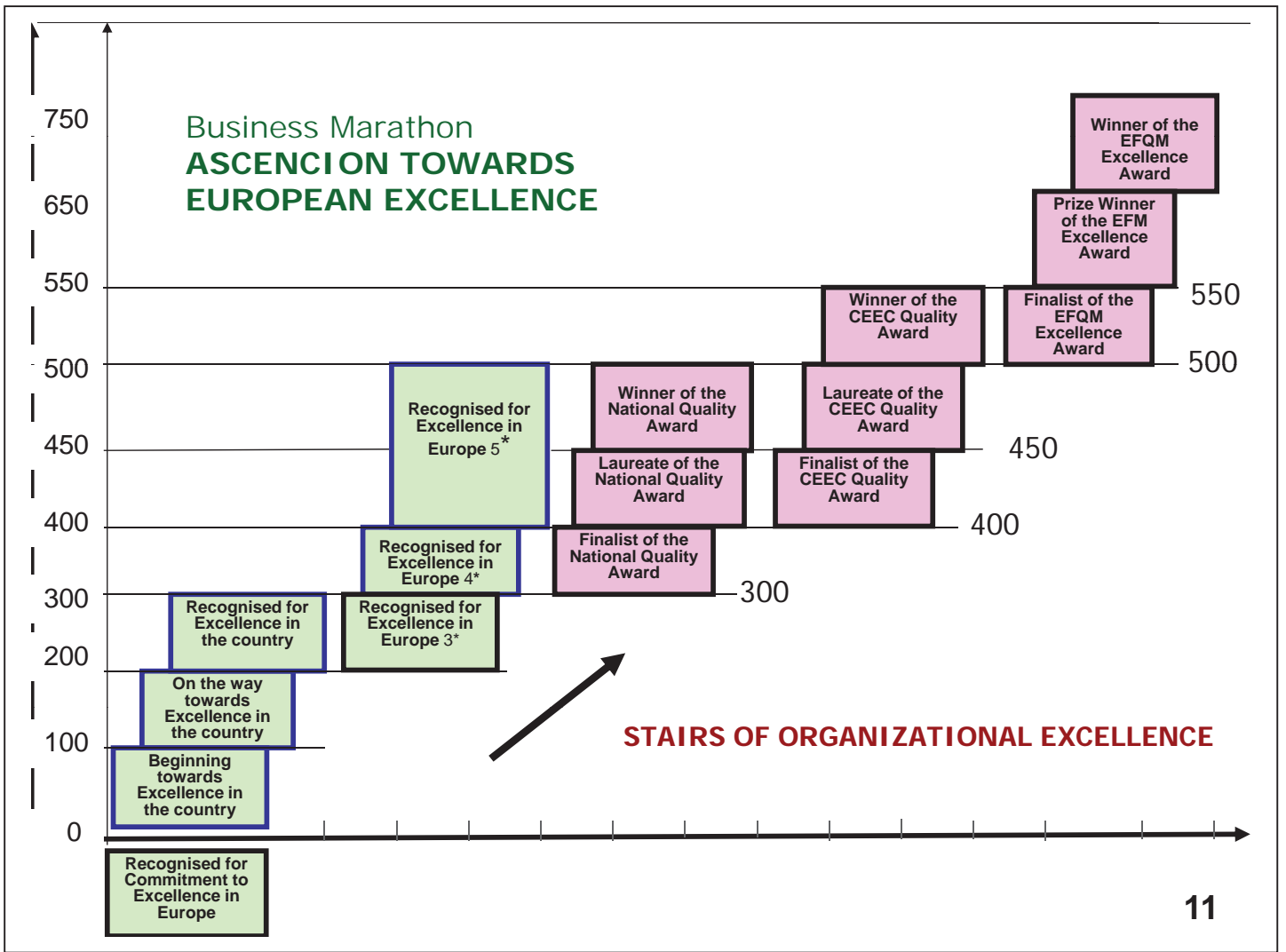


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## STAIRS OF BUSINESS EXCELLENCE

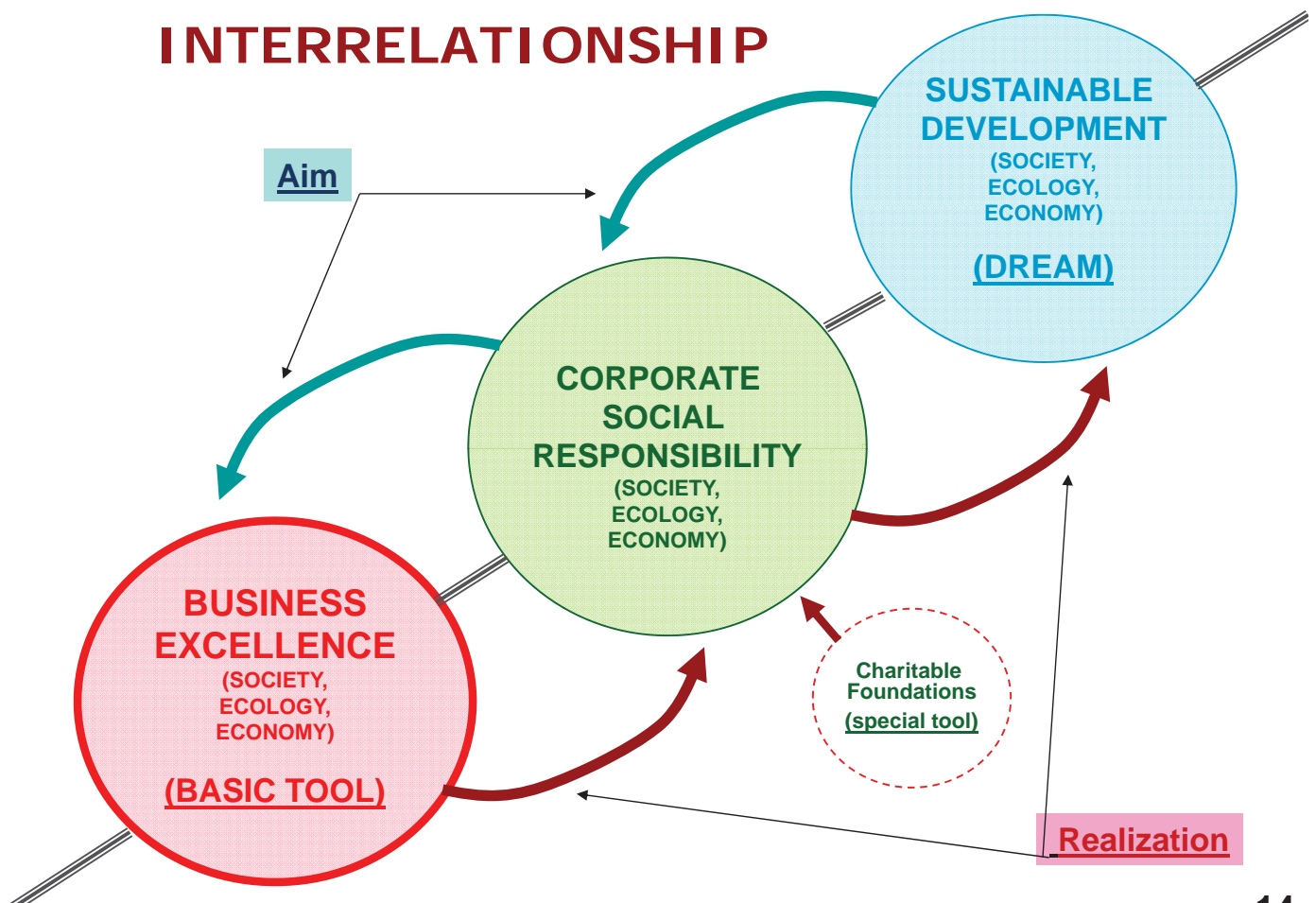




# Excellence as a tool of **SOCIAL RESPONSIBILITY** and Sustainable Development

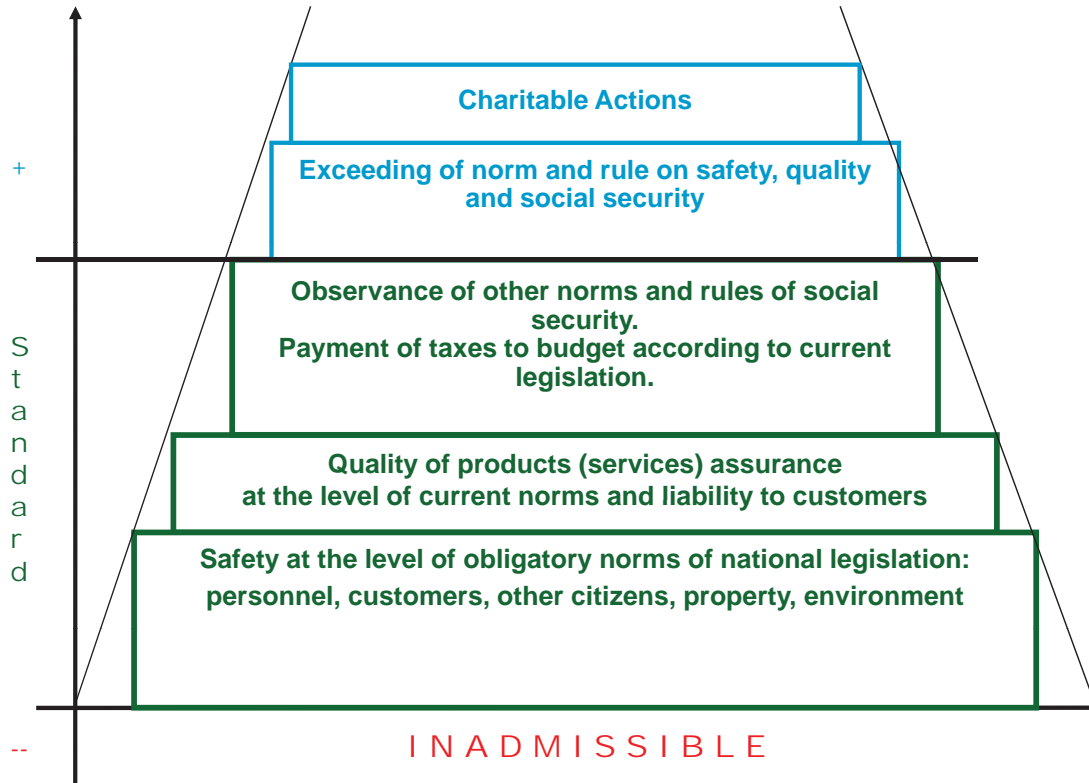
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## INTERRELATIONSHIP

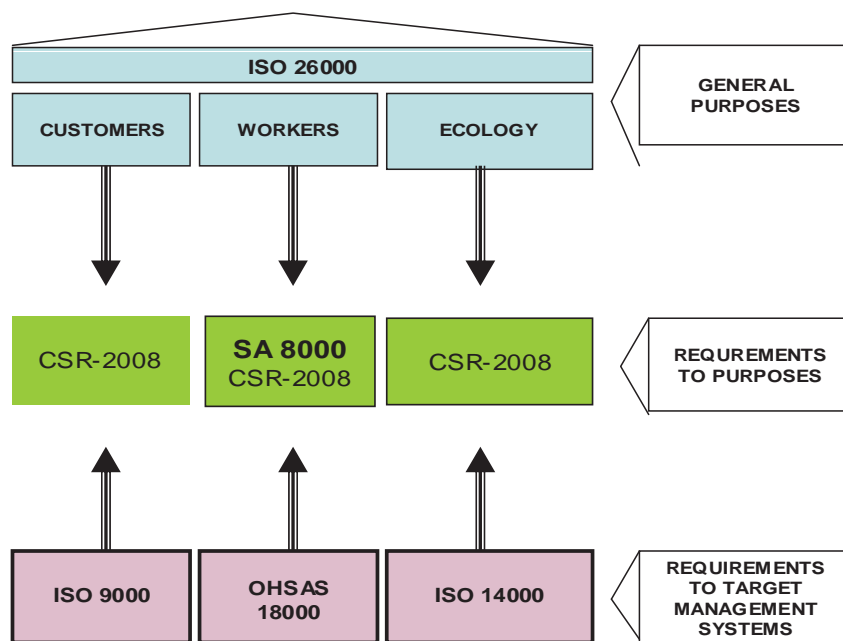


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# CSR PYRAMID



# CSR STANDARDS





## CORRELATION OF CSR AND SYSTEM TOOLS

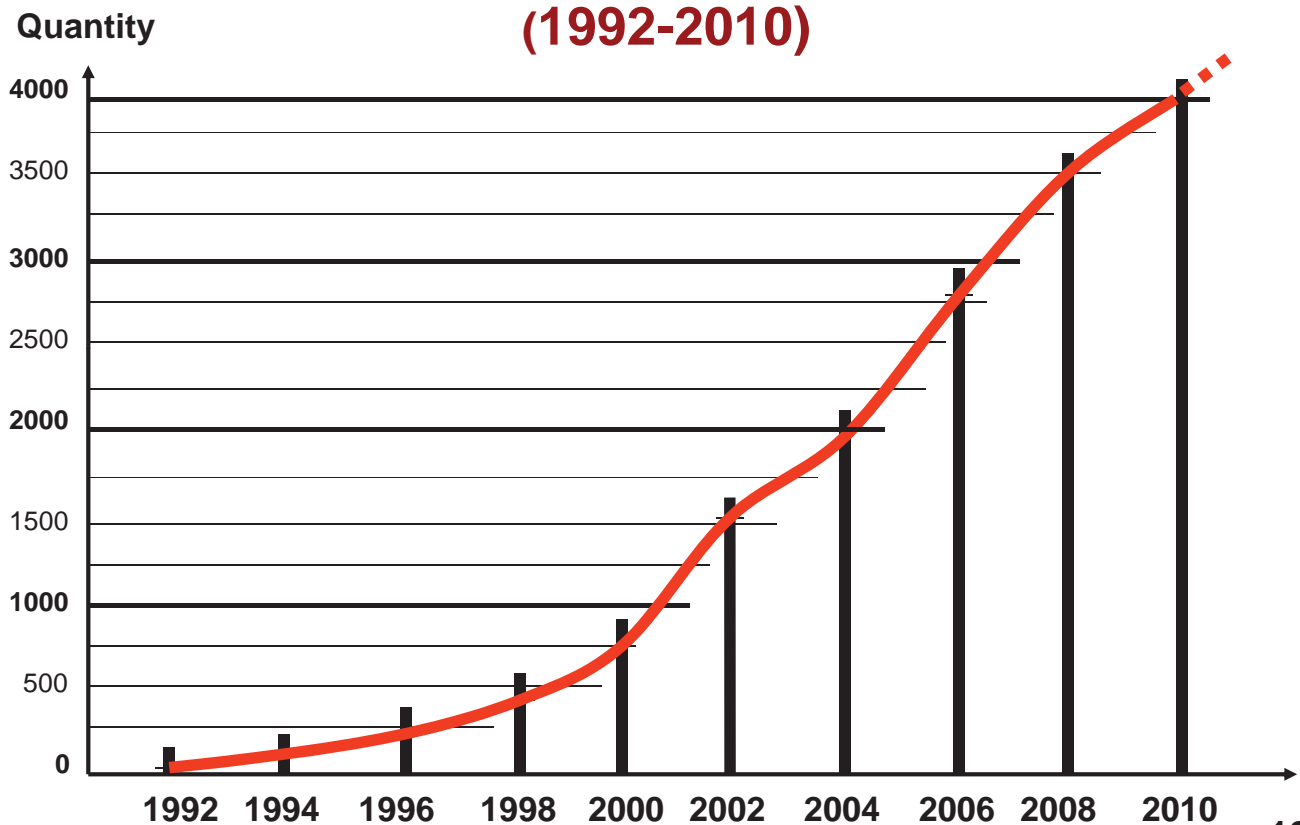
UN Global Compact	System Tools						
	ISO 9001	ISO 14001	OHSAS 18001	SA 8000	CSR 2008	TQM	EFQM Mode
HUMAN RIGHTS Personnel	-	-	+	+	+	+	+
HUMAN RIGHTS Partner Organizations Staff	-	-	-	+	+	+	+
HUMAN RIGHTS Customers	+	-	-	-	+	+	+
HUMAN RIGHTS Unprotect levels of society and disabled people	-	-	-	+	+	+	+
HUMAN RIGHTS Children	-	-	-	+	+	+	+
HUMAN RIGHTS Other citizens	-	-	-	-	+	+	+
Environment Protection	-	+	-	-	+	+	+
Anticorruption	-	-	-	-	-	+	+

Автор - Петр Калита

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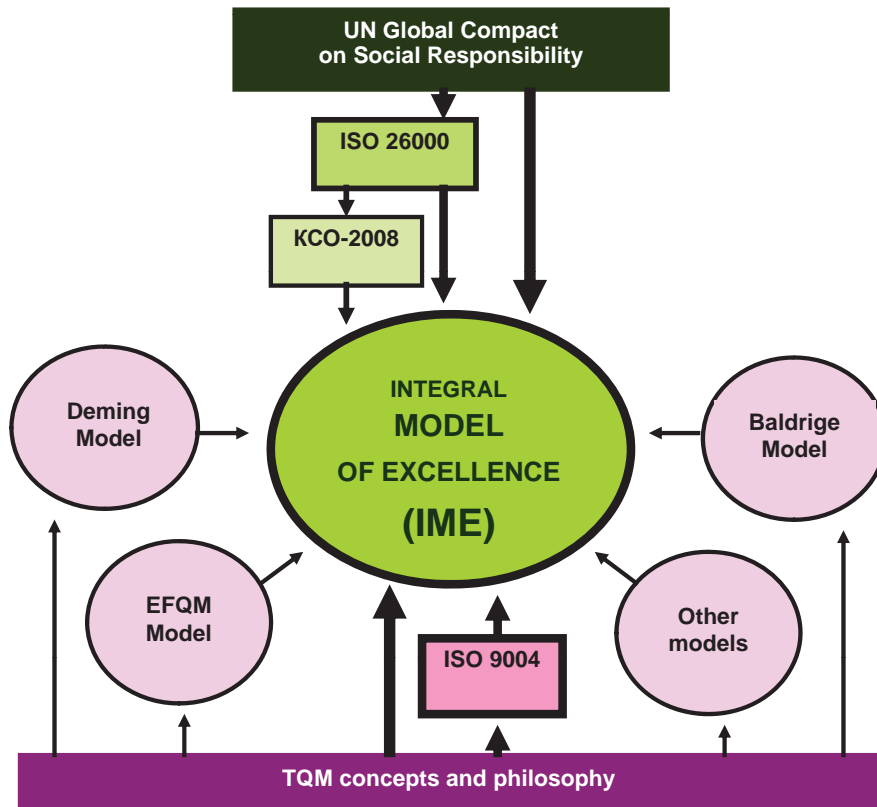
## DYNAMICS OF THE PUBLISHED NOT FINANCIAL REPORTS

(1992-2010)



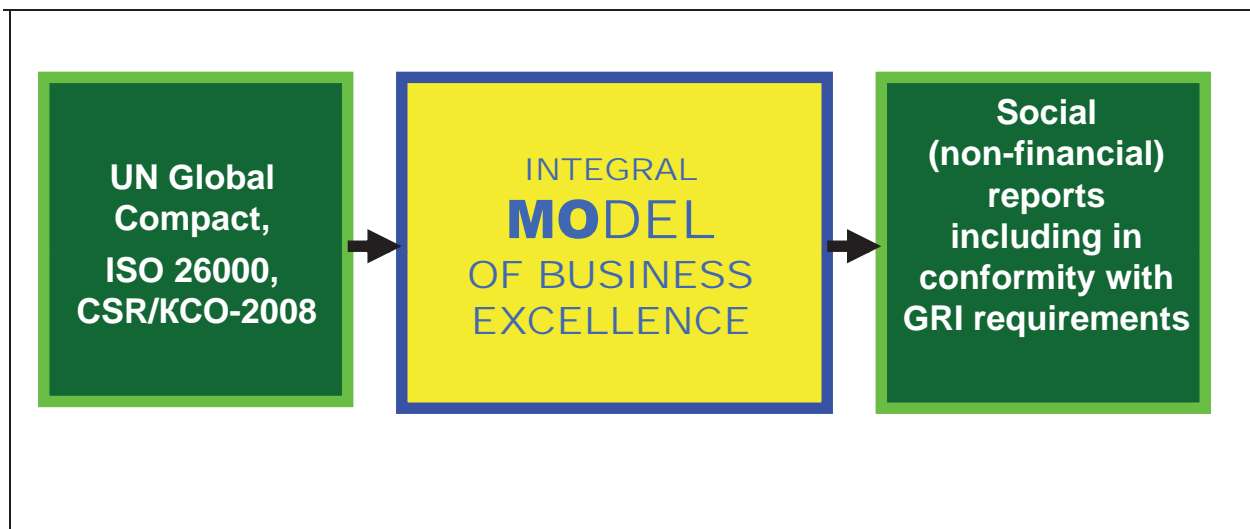
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## PRECONDITIONS FOR INTEGRATION



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## INTEGRAL MODEL OF EXCELLENCE IN THE SYSTEM OF CORPORATE SOCIAL RESPONSIBILITY



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Excellence  
as  
**NATIONAL STRATEGIC**  
task

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**NATIONAL  
STRATEGIC TASK**

CARDINAL DEVELOPMENT OF  
NATIONAL MOVEMENT  
**FOR BUSINESS EXCELLENCE  
AND QUALITY**

All "forest" of organizations of the country should  
go to the "qualitative" growth and not just  
separate "trees"

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# WHAT IS REQUIRED FROM THE GOVERNMENT?

SUPPORT OF THE MOVEMENT  
AND PROMOTION FOR INVOLVEMENT

## MECHANIZMS OF MOTIVATION

“TO WANT ”

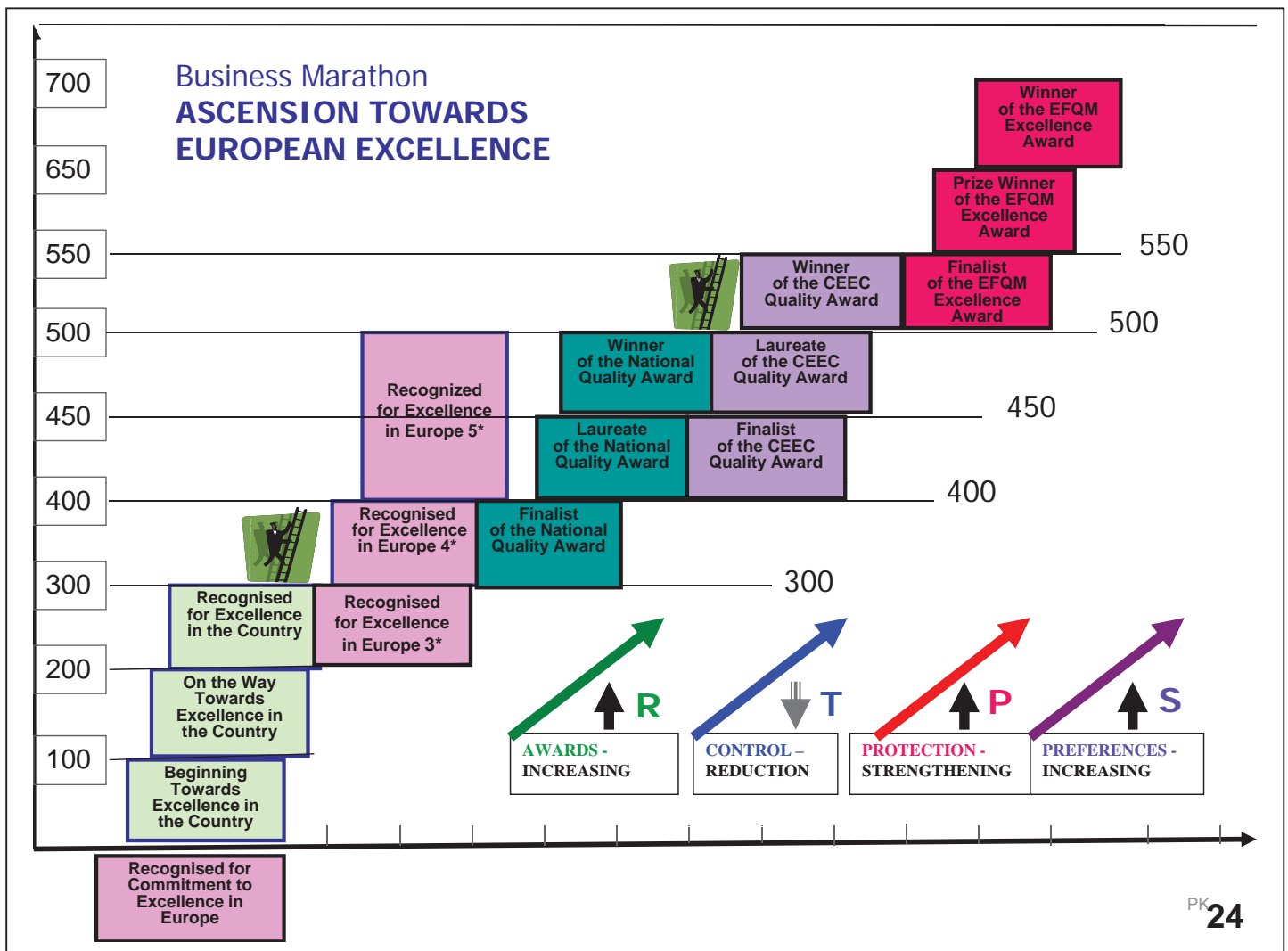
SYSTEM OF GENERALIZATION AND  
DISTRIBUTION OF BEST PRACTICE

“TO KNOW”

INFRASTRUCTURE OF PROFESSIONAL  
SUPPORT

“TO BE ABLE”

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## **MAIN PRACTICAL TOOLS OF THE UKRAINIAN ASSOCIATION FOR QUALITY IMPROVEMENT**

- **Infrastructure of promotion to organizations' business excellence**
- **Ukrainian Charter "For Business Excellence and Quality"**
- **Business Marathon "Ascension towards European Excellence"**
- **Clubs of Quality Leaders of Ukraine and Central and Eastern European Countries**
- **Draft legislation "Fundamentals for support and development of movement for business excellence and quality"**
- **All-Ukrainian Quality Convention**

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**INSTEAD OF  
CONCLUSION**

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Maturity levels	“Generations” of organizational relations				
4-й					Social orientation and Organization's continual improvement (above standards)
3-й				Organization management. Standards	4-e
2-й			Quality of products. Standards	3-e	
1-й		Products safety. Technical regulation	2-e		
-	Clandestine products delivery				

**WINNING TOGETHER!**

